



United States Department of Agriculture

U.S. DEPARTMENT OF AGRICULTURE

FARM SERVICE AGENCY

Program and Project Management Services
BPA # GS05Q14BMA0011

Call Order 1
MIDAS PMO Governance and Processes
FY 2015

October 2, 2014

BPA TASK 1 - MIDAS PMO Governance and Processes FY 2015

A.1 Background

The United States Department of Agriculture (USDA) is transforming business processes and technology to address challenges and opportunities in the rapidly changing federal environment. In alignment with this, the Farm Service Agency (FSA), within USDA, is pursuing modernization of the Farm Program delivery systems through the Modernize and Innovate the Delivery of Agricultural Systems (MIDAS) program.

MIDAS is used today in nearly 2,200 FSA offices by more than 9,000 employees to manage 11 million customer records and 5 million farms with 8.1 million tracts and 38 million fields. It consolidates land maps and customer information onto one screen and links the data, improving accuracy of FSA program participation. MIDAS seamlessly integrates with modernized USDA and FSA web-based systems to allow sharing of farm and customer information among USDA agencies while preserving customer privacy and security. In addition, it allows farm management updates for Agricultural Act of 2014 Farm Program signups. Following the upcoming Business Partner release, scheduled for FY15, the MIDAS program will have successfully established a sustainable platform for future evolution. With Farm Records and Business Partner, FSA will for the first time be providing the field with the core data needed – Farmer, Farms, Land Maps – within a single integrated system.

The project integrates with Office of the Chief Financial Officer's (OCFO) Financial Management Modernization Initiative (FMMI) investment and FSA Geographic Information System (GIS). This integration promotes data consistency across multiple USDA and FSA initiatives and reduces duplicate data entry for the user. This effort is being implemented in incremental phases to best meet program delivery and to minimize program risks. The initial deployment of the USDA FSA MIDAS solution, Farm Records Release, was released to production on April 22, 2013. The final release, Business Partner, is scheduled and on target for December 2014.

The FY 2015 effort will be supported by numerous contracts in the following areas: System Integration (SI) services, other development services, Software Licenses, Project Management Office (PMO) Support, Testing support services, and Independent Verification and Validation (IV&V) Services. The FSA MIDAS program is also supported by OCIO, ITS/NITC and Office of the Chief Financial Officer's (OCFO) National Finance Center (NFC) hosting, network, and telecommunication services. This call order will provide for the PMO support.

The MIDAS program is executed using a phased implementation approach to ensure that progress towards strategic goals is achieved while minimizing risks of failure. The phased implementation approach consists of multiple releases following the USDA SAP Roadmap and FSA Software Development Lifecycle (SDLC). The USDA SAP Roadmap was developed leveraging the Accelerated SAP (ASAP) Methodology and other industry implementation best practices to support a robust implementation plan for MIDAS.

A.2 Scope

The scope of this call order includes effort to provide program management and Organizational Change Management (OCM) services to the USDA FSA in order to continue improving, implementing, and operating the enterprise Program Management Office (ePMO) governance processes, structures, vision, communication, oversight, concepts, and roles that make up the FSA modernization initiative. Modernize and Innovate the Delivery of Agricultural Systems (MIDAS) is a System, Applications, and Products in Data Processing (SAP) implementation. SAP is a relatively new technology at FSA, and FSA is seeking continued SAP expertise to assist with the development of SAP competencies.

A.3 Objectives and Reporting Deliverables

The objectives for this call are outlined in Table 1.

Table 1 - Call Objectives

BPA PWS Area	Work Streams	Call Order Objectives	Period of Performance
1.0	Establish, Implement and/or Operate Program Management Office	<ul style="list-style-type: none">• Support a smooth transition from current contract support of MIDAS PMO.• Provide MIDAS project ongoing Project Management support. Support shall align processes and reporting with the ePMO when these processes and reports are available.	As identified in A.5.1
2.0	Project and Program Management Support	<ul style="list-style-type: none">• Provide MIDAS with recurring and ad hoc reporting support. Reports shall align with FSA-provided requirements.	As identified in A.5.1
3.0	Business Process Support	<ul style="list-style-type: none">• Not included in this order.	N/A
4.0	Process Improvement Program Support	<ul style="list-style-type: none">• Not included in this order.	N/A
5.0	Acquisition and Contract Oversight	<ul style="list-style-type: none">• Provide MIDAS ongoing Acquisition and Contract coordination and support. Support shall align with USDA and FSA-provided guidance and MIDAS-approved policies.	As identified in A.5.1

BPA PWS Area	Work Streams	Call Order Objectives	Period of Performance
6.0	Business Case / Capital Planning and Investment Control	<ul style="list-style-type: none"> • Provide MIDAS ongoing Capital Planning and Investment Control coordination and support. Support shall align with FSA-provided guidance. 	As identified in A.5.1
7.0	Strategic Planning	<ul style="list-style-type: none"> • Provide MIDAS and MIDAS-Readiness projects with strategic guidance to support program decisions. 	As identified in A.5.1
8.0	Governance	<ul style="list-style-type: none"> • Provide MIDAS ongoing Governance coordination and support. Support shall align with USDA and FSA-provided guidance and MIDAS-approved policies. 	As identified in A.5.1
9.0	Communications Management	<ul style="list-style-type: none"> • Support FSA in managing stakeholder expectations, maintaining and executing communication plans (i.e. developing and presenting communications briefings, newsletters, and presentations). • Provide support to assess, develop and track organizational change impacts and transition plan to identify actions needed to prepare for successful implementation of program accounting in MIDAS. • 	As identified in A.5.1
10.0	Tools Development, Support and Administration	<ul style="list-style-type: none"> • Not included in this order. 	N/A

BPA PWS Area	Work Streams	Call Order Objectives	Period of Performance
11.0	Task Order Management and Reporting	<ul style="list-style-type: none"> • Initiate work on call with Kickoff Meeting • Ensure a seamless transition to support the Program Management Office • Provide regular status reporting • Provide timely and accurate submission of contractor invoices • Ensure quality control of all work on task order • Provider management and oversight for this task order 	As identified in A.5.1

A.4 Deliverable Descriptions and Schedule

Table 2 suggests the minimum activities and deliverables for the accomplishment of the objectives identified in Table 1. For ease of review and understanding, the titles of the work streams match the BPA document. Specific activities are outlined in this call. For all deliverables, except for recurring items such as status reports, the contractor shall develop a deliverable description document, deliverable template, and draft and final documents.

For each unique written deliverable, a deliverable description document will be prepared. The description will include, at a minimum, the following elements and will be delivered to the FSA TPOC or Client Representative, as appropriate, early enough to allow the Government to provide constructive feedback to the contractor and ensure that the deliverable will meet the government's needs before significant effort on the deliverable has begun. For ad hoc deliverables with relatively quick delivery requirements, this requirement may be performed informally.

- Introduction - identifies the purpose of the deliverable, the minimum requirements required to be met for acceptance, the plan for deliverable review and acceptance, and how non-conforming submissions will be addressed
- Overview – identifies the description and scope of the deliverable
- Summary Information – identifies what will be included in the deliverable
- Assumptions or Dependencies to meet the deliverable requirements and any Risks identified
- Deliverable Outline and Format (i.e., MS Word, PowerPoint, Excel, Combination)

Associated due dates for each deliverable are listed. All due dates are based on business / working days and represent the date upon which the draft deliverable is available to the Government for review. The timeline for deliverable review is as follows:

- Day 0: PMO contractor provides draft deliverable to the Government for review
- Day 5: Government provides review feedback to the PMO contractor
- Day 10: PMO contractor incorporates feedback and provides final deliverable to the Government
- Day 15: Government indicates final acceptance of deliverable (note: no feedback on resubmitted deliverable implies acceptance)

Draft deliverable submission assumes that the contractor has completed the required description documents, template reviews, and interim reviews with government and project stakeholders. Changes to the deliverable review cycle or the deliverable due date, that do not impact cost, can and will be made through the FSA TPOC or Client Representative.

Table 2 - Call Deliverables and Schedule

Deliverable ID	Name	Minimum Required Content	Due Date
1.0	Establish, Implement and/or Operate Program Management Office		
1.1.	Earned Value Management Implementation	<ul style="list-style-type: none"> • Provide weekly Program Integrated Master Schedule (PIMS) analysis with recommended corrective actions to MIDAS PM, System Integrator PM, and MIDAS BMO Lead 	Per MIDAS business rhythm
		<ul style="list-style-type: none"> • Evaluate and consolidate contractor Cost Performance Reports (CPR), resolve identified quality concerns with contractors, and provide monthly MIDAS CPR to MIDAS BMO Lead and USDA Office of the Chief Information Officer (OCIO) 	5 th business day of month
1.2.	Implementation of MIDAS Program Management Plan	<ul style="list-style-type: none"> • Update and maintain MIDAS Program Management Plan and associated appendices to align with implemented program management processes. • Support development and maintenance of MIDAS processes, standards, and tools • Provide training on MIDAS plans, processes, standards, and tools as needed • Implement the Program Management Plan including: <ul style="list-style-type: none"> ○ MIDAS Change Management Plan 	2/10/2015 and monthly thereafter As needed As needed Per MIDAS business rhythm

Deliverable ID	Name	Minimum Required Content	Due Date
		<ul style="list-style-type: none"> ○ MIDAS Issue and Risk Management Plan ○ MIDAS Action Item Log ○ MIDAS Communication Management Plan ○ MIDAS Performance Management Plan 	
1.3.	Project Budget Tracking	<ul style="list-style-type: none"> • Update and Maintain MIDAS Budget and Cost Management Plan • Update and maintain Project Budget Expenditures and Funding Balances • Support and participate in Business Operations meetings, Financial Briefings, and Acquisition Coordination meetings. Provide agenda, minutes, and action items. 	2/10/2015 and monthly thereafter Weekly Per MIDAS business rhythm
1.4.	Program Management Support	<ul style="list-style-type: none"> • Provide schedule, issue, risk, and status reporting support to MIDAS Release Managers and Team Leads • Provide project administrative support (meeting logistics, meeting minutes, decision memos, action item tracking) 	Weekly As needed
2.0	Project and Program Management Support		
2.1.	Program Management Review	<ul style="list-style-type: none"> • Prepare quarterly Program Management Review addressing project scope, schedule, costs, risks, and issues 	Quarterly, 7 days prior to scheduled meeting
2.2.	Briefings	<ul style="list-style-type: none"> • Prepare weekly executive report (Agency Senior Management Oversight Committee (ASMOC) report) addressing project scope, schedule, costs, risks, and issues • Prepare monthly Secretary's White Board report addressing project scope, schedule, costs, risks, and issues • Prepare monthly Office of Management and Budget briefing addressing program scope, schedule, costs, risks, and issues • Prepare monthly Senate and House Agriculture Appropriations Committee report addressing investment scope, schedule, costs, risks, and issues 	Per MIDAS business rhythm
2.3.	Other Project Reporting	<ul style="list-style-type: none"> • Prepare responses to department- and agency-driven data calls and maintain library of responses to support consistent messaging. 	As required

Deliverable ID	Name	Minimum Required Content	Due Date
		<ul style="list-style-type: none"> Support the program's response to the ongoing OIG audit of the MIDAS program. Maintain MIDAS corrective action plans 	
3.0	Business Process Support		
3.1.		<ul style="list-style-type: none"> Not included in this order. 	
4.0	Process Improvement Program Support		
4.1.		<ul style="list-style-type: none"> Not included in this order. 	
5.0	Acquisition and Contract Oversight		
5.1.	Acquisition and Contract Management	<ul style="list-style-type: none"> Support the review and recording of planned and completed contract actions for MIDAS implementation vendors Support update of MIDAS Acquisition Strategy, Acquisition Approval Request, Roadmap and Plans Support FSA in contract actions including invoice review (primarily travel and other direct cost expenses), budget/obligation/spend plan, acquisition documentation, and maintenance of contract documentation Maintain contract deliverable library 	Monthly Annual or as needed Monthly As needed
6.0	Business Case / Capital Planning and Investment Control		
6.1.	Capital Planning and Investment Control	<ul style="list-style-type: none"> Develop, update, and maintain OMB A-11 Exhibit 300s, Exhibit 53s, and all supporting inputs, documents, plans, and artifacts in support of the monthly and annual CPIC cycle Develop and deliver monthly CPIC program reports 	5 th business day of month IAW FSA schedule
7.0	Strategic Planning		
7.1.	Strategic Planning	<ul style="list-style-type: none"> Assess the current MIDAS initiative and provide recommendations to align with the enterprise and project roadmaps and budget. Develop/refine strategic briefings, reports, and presentations. Conduct cost-benefit, risk, and trade-off analysis to drive enterprise level business and investment decisions. Develop, document, and maintain these 	Monthly

Deliverable ID	Name	Minimum Required Content	Due Date
		deliverables.	
8.0	Governance		
8.1.	MIDAS Governance Support	<ul style="list-style-type: none"> Support MIDAS governance board meetings and maintain MIDAS governance policies, charters, processes, roles, responsibilities, tools, and templates. Activities will include: <ul style="list-style-type: none"> Development of meeting agendas, minutes, and other meeting materials as requested. Maintenance and tracking of all decisions and action items resulting from governance board meetings. Provision of governance board process training as needed. 	Weekly
8.2.	Software Configuration Management	<ul style="list-style-type: none"> Maintain MIDAS Software Configuration Management Plan Execute the processes within the Configuration Management Plan, including recording and tracking change requests, and holding priority meetings with business owners to facilitate the assignment of overall priorities when changing the end-to-end MIDAS solution. Facilitate review and tracking of MIDAS change requests. 	Weekly
9.0	Communications Management		
9.1.	OCM Strategy	<ul style="list-style-type: none"> Maintain Organizational Change Management (OCM) Strategy documents including the OCM Strategy, Executive Summary, and Executive PowerPoint. 	Bi-annually
9.2.	Communications Materials	<ul style="list-style-type: none"> Prepare, edit, and support publication of MIDAS Press. Prepare responses to AskMIDAS inquiries for review and approval. Prepare FAQ for review and approval. Provide ongoing MIDAS Website and USDAConnect support. 	Quarterly
10.0	Tools Development, Support and Administration		
10.1.		<ul style="list-style-type: none"> Not included in this order. 	

Deliverable ID	Name	Minimum Required Content	Due Date
11.0	Task Order Management and Reporting		
11.1.	Call Kickoff Meeting	<ul style="list-style-type: none"> • Prepare a summary and briefing of the proposed task solution. • Review and discuss performance expectations. • Clarify outstanding issues/risks. 	No later than 2/5/2015
11.2.	Call Program Management Plan	<ul style="list-style-type: none"> • Create the Project Management Plan to manage the scope of this task order. This plan must be based on PMI PMBOK and will include, at a minimum, <ul style="list-style-type: none"> ○ Change Management Plan ○ Issue and Risk Management Plan ○ Action Item Log ○ On-boarding and Off-boarding Process ○ Communication Management Plan ○ Performance Management Plan ○ Support development and maintenance 	2/13/2015
11.3.	Status Reports	<ul style="list-style-type: none"> • Deliver contract status reports. These reports will reflect the status of the work being done by the contractor to manage the project. Report will also include planned out of office for critical and key personnel with planned back up or points of contact and approved pending travel. • Provide input to weekly status reports and Program Integrated Master Schedule (PIMS) status updates. • Hold weekly meeting with the Technical Point of Contact and FSA Client Representative; provide agenda, minutes, and action items • Deliver an independent report to the Under Secretary for Farm and Foreign Agricultural Services with copies to the MIDAS Program Executive Officer, FSA Chief Information Officer, and the FSA Deputy Chief Information Officer for Programs on the status of the MIDAS program, to include concerns the PMO has identified that could have a significant impact to the program's ability to meet communicated goals and objectives. <p>Note: Invoices are expected to be submitted no later than 30 days after the completion of the work. Written explanations to the COR are required if additional time is needed.</p>	<p>Weekly (may serve as agenda for weekly meeting)</p> <p>Per MIDAS business rhythm</p> <p>Per MIDAS business rhythm</p> <p>To be delivered no less than quarterly, more often if warranted</p> <p>Monthly</p>

Deliverable ID	Name	Minimum Required Content	Due Date
11.4.	Contract Transition Plan	<ul style="list-style-type: none"> • Develop, Coordinate and Implement Transition Plan with departing contractor to support seamless transition • Execute contract transition plan and deliver a transition close out report. • If required, develop contract transition plan at end of performance. 	<p>Within 10 business days of start of performance</p> <p>2/13/2015</p> <p>As needed</p>

A.5 Call Description

A.5.1 Period of Performance

The period of performance shall be from an anticipated award date of on or before December 31, 2014 through July 31, 2015. The MIDAS PMO and OCM teams will work through transition of responsibility (Workstream 11.5) from contract award with the new team being fully responsible for all aspects of the task order responsibilities as of February 1, 2015. All key personnel shall be available to start work immediately upon award with all staff in place by the end of the transition period. Staff not in place after 2/1/2015 will result in a pro-rated price reduction.

A.5.2 Call Type

This task order will be firm fixed price.

A.5.3 Place of Performance

Call shall be performed primarily at the USDA government facility locations in Washington, DC. Kansas City, MO and New Orleans, LA are mainly used as locations for Temporary Duty. The Contractor shall establish the Project Management Office in Contractor facilities within 3 miles of the FSA Washington DC facility at 1400 Independence Ave. N.W. Transportation to and from Washington DC will be the contractor's expense. For performance of the work called for by this Call Order, the cost of travel, food, lodging, and other miscellaneous travel expenses for the Washington DC duty station shall not be an allowable cost. All travel must be approved by the COR in advance.

A.5.3.1 The contractor may assume that 6 workstations will be provided in Washington DC at the USDA South Building and as-needed office hoteling may be provided in Kansas City, MO at the USDA Beacon facility and in New Orleans, LA at the USDA National Finance Center facility.

A.5.4 Key Personnel

The Contractor shall provide the following as Key Personnel for this task order.

Project Manager
Deputy Project Manager
Organization Change Manager
Project Controls Lead

The Key Personnel shall possess the required education, experience, certifications, and security clearances to perform under this contract. The contractor shall provide resumes for all Key Personnel for government written approval prior to onboarding. All Key Personnel shall be dedicated full-time on the Call Order.

Prior to removing, replacing, or diverting any of the Key Personnel, the Contractor shall notify the Contracting Officer via the Contracting Officer's Representative reasonably in advance (but not less than 30 days) and shall submit written justification (including proposed substitutions' resumes) in sufficient detail to permit evaluation of the impact on this contract. The Contractor shall make no diversions in key personnel without the prior written consent of the Contracting Officer.

A.5.5 Call Other Direct Cost

Non-commuter travel, as authorized by the government is estimated at \$12,000. This is based on one trip from Washington D.C. to Kansas City, MO or New Orleans, LA, per quarter with two miscellaneous trips for a total of 6 trips. This amount shall be referenced in the quote as Not To Exceed (NTE) travel. After award, all travel trips shall be estimated and approved prior to booking travel. Actual travel amounts invoiced shall not exceed the agreed upon trip amount without prior Government authorization. Commuter travel costs will be borne by the Contractor.

A.6 Call Response

To respond to this call, the vendor must provide:

A.6.1 Technical Approach

To respond to this request, the vendor must provide:

1. A detailed Work Breakdown Summary (WBS) and WBS dictionary;
2. Resumes for Key Personnel supporting this effort;
3. Staffing Plan for all key and non-key personnel including
 - a. Roles, responsibilities and associated labor category
 - b. Anticipated start (and stop as appropriate) dates
 - c. Anticipated percentage of support by individual by workstream (adds up to 100% for full time or less if part time)
4. Any technical assumptions or constraints.

A.6.2 Price Proposal

For the price proposal, please provide:

1. A total FFP price + ODC (travel) costs;
2. FFP cost by Deliverable ID or groups of Deliverables within a task if appropriate;
3. Price by invoice period (monthly) for each (for invoice planning);
4. Any price assumptions or constraints